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Scientific Management—A Collection of the More Significant Articles Describing the Taylor System of Management. Edited by C. B. Thompson. Cambridge: Harvard University Press, 1914. 8vo, pp. xii+878. \$4.00.

Just because of the very real need which this book meets it is doubly unfortunate in its christening. The title claims at once too much and too little. The book is not, as its main title would seem to imply, either a setting forth of the principles of scientific management or a description of these principles applied. It is, however, much more than "a collection of the more significant articles describing" that relatively narrow field, "the Taylor System of Management." Both theorist and business man have been buried under the recent outpourings of the so-called efficiency literature, and the tapping of an additional supply of 878 pages is likely to give rise to the feeling of mental glut. Mr. Thompson has come, not to add additional burden, but to relieve the present load, and for this service alone his book is more than welcome.

Volume I of the Harvard Business Studies really has two distinct accomplishments to its credit. It has made readily accessible to the busy reader a wealth of carefully chosen articles dealing with the various aspects of the many-sided problem of the art of management. But useful as this has been, Mr. Thompson has added to his work as editor an original contribution of his own, an opening article on the "Literature of Scientific Management."

This contribution moreover proves upon even hasty inspection to be much more than a treatise upon the bibliography of the subject. At the outset the writer essays to answer that question which has long been puzzling congressional investigating committees and students, academic and otherwise—"What is scientific management?" He then proceeds upon the basis of his definition to select the literature of the subject. This field is classified under six main heads as follows: I, Development and Theory of Scientific Management as a Whole; II, Scientific Management in Operation; III, Scientific Management and the Railroads; IV, Methods; V, The Personal Factor in Scientific Management; VI, Scientific Management and Organized Labor.¹

¹ It should be noted at this point that, in addition to the extended article on the "Literature of Scientific Management," Mr. Thompson has, at the end of the volume (pp. 863 ff.), built up a bibliography under these same headings containing "practically everything of any consequence" published on the subject. This is arranged in outline form and serves as a ready topic reference.

Turning to the first of these headings we find, under the guise of a bibliography, what really amounts to a condensed history of the development of the theory and thought-fabric of scientific management. This would seem to fall readily under three main heads, each with its subheadings as follows (the outline is the reviewer's):

I. The Older Movement.

Given voice in Babbage's *The Economy of Manufactures*, as far back as 1832.

II. The Modern Movement (The Taylor Group).

Mr. Thompson very clearly points out under this section that (A) the immediate stimulus to the modern development is to be found in the attempt of a group of engineers to study the effect of certain wage systems upon output, but, (B) that even at this stage scientific management was "not merely a system of wage payment," since standardization of both methods and equipment was a very essential feature. Then follows a résumé of books and articles upon specific standardization problems of which Mr. Barth's paper on Belting may serve as an example. Mr. Taylor's books are then (C) summed up and under a fourth subhead (D) is to be found a discussion of the publications of men who, while not in the original Taylor group, were yet in close touch with it.

III. The Modern Movement (Outside Taylor).

The third movement discussed may be labeled the Modern Movement, outside Taylor. First (A) under this head is outlined a number of articles dealing with "the theory of scientific management as it appears to those who first met it in its developed form"; second, we may distinguish a series of articles (B) by these outsiders dealing with specific problems varying as widely in subject-matter as academic efficiency and outdoor construction work; Mr. Emerson (C) is granted the honor of separate discussion before the writer turns to (D) the bibliography of general industrial management. The section comes to an end with a brief review of (E) criticism both serious and trivial of the work of the scientific managers.

As with one exception the remaining group captions outlined in this classification of the literature of scientific management are self-explanatory, and as Mr. Thompson has himself supplied the subheadings for that obscure section (IV, Methods—see outline classification, pp. 871-75), any further discussion of this aspect of our task would appear to be superfluous.

Earlier in this review attention was called to the fact that the scope of the book was broader than its subtitle implied. It is certainly true that Mr. Thompson has included in his literature of scientific manage-

ment the papers of industrial engineers whose philosophy and practice differ widely from those of the Taylor group proper. A study of the index of edited articles will show that place has been also allotted here to spokesmen without the magic circle. Mr. Thompson is, however, a professed pleader for this group of men, and this must in all fairness be kept in mind by the reader. For the sake of illustrating this point the reviewer would ask that the short historical sketch outlined above be read side by side with an article from the pen of Mr. C. B. Going covering the same field (*Transactions of the Efficiency Society*, I, 11).

In closing the review it may not be amiss to call attention to one or two of "the more significant articles" which are now for the first time available to the general reader. For the factually minded investigator the paper by Lieutenant Frank W. Sterling (p. 296), reprinted by the permission of the American Society of Naval Engineers, is a masterpiece. The reviewer has discovered no better introduction to the mysteries of the planning department of a plant operating under scientific management. Finally, as a reaction against the ever-present tendency to regard works-management as something purely mechanical in nature, the reader is asked to study carefully the spirit and content of two articles which emphasize the personal factor existing in all organization problems, the one by Professor D. S. Kimball (p. 734), "Another Side of Efficiency Engineering," the other that in which Mr. James M. Dodge deals with "The Spirit in Which Scientific Management Should Be Approached" (p. 286).

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Out of Work: A Study of Unemployment. By FRANCES A. KELLOR.
New York: Putnam, 1915. 8vo, pp. xiii+569. \$1.50.

Unemployment in America in 1913, 1914, and 1915 has compelled the startled attention of the public. The author of *Out of Work* has revised and supplemented her study, first published in 1904, to comprehend the manifestations of unemployment today and to describe and urge remedial measures. Miss Kellor hopes that through the book attention may be directed to this national problem and a governmental solution worked out. Her conclusion is the proposal of two definite and practical programs of action.

By unemployment the author means involuntary idleness, not due to a refusal to accept a wage rate lower or a condition less favorable than the wages and conditions in which workmen are habitually employed. A distinction is made between the unemployed—an industrial problem—and the unemployed—a relief problem. Industry and prosperity have refused to consider